

The Role of Waiters in Improving Service Quality at Seafood Restaurant, NDC Resort and Spa Manado

Devini Nadia Budiman^{1*}, Fonny Sangari², Yurike Sintia Lewan³

Politeknik Negeri Manado, Manado, Indonesia^{1,2,3}

budimandevini@gmail.com^{1*}, sangarifonny@gmail.com², yurikesintialewan@gmail.com³



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Abstract

Purpose: This study aimed to analyze the role of waiters in supporting service quality at Seafood Restaurant, NDC Resort & Spa Manado, using the SERVQUAL framework.

Research Methodology: A descriptive qualitative approach was employed over approximately two weeks in May 2026. Participants were selected through purposive sampling, involving four waiters and four restaurant guests. Data were collected through observation, semi-structured interviews, and documentation. The data were organized, coded, and interpreted based on the five SERVQUAL dimensions as a qualitative analytical framework.

Results: The findings indicated that waiter roles were reflected across all SERVQUAL dimensions. Restaurant cleanliness became less consistent during busy periods, while order accuracy was generally maintained despite occasional errors. Response time decreased during peak hours due to higher guest volumes. Some waiters required additional confirmation when providing menu information. Nevertheless, friendly communication, personal attention, and courteous service were consistently demonstrated.

Conclusions: The study provides a qualitative understanding of waiter roles in daily restaurant operations and shows that service quality consistency is influenced by operational factors, including peak hours, workload distribution, guest volume, and staff coordination.

Limitations: The research was conducted at a single restaurant over a two-week period. Therefore, the findings describe only the selected operational setting and should not be generalized to other hospitality businesses.

Contributions: The study demonstrates how the SERVQUAL framework can be applied to interpret waiter roles in a hotel restaurant and may provide practical insights for restaurant management when reviewing service practices.

Keywords: Restaurant, Service Quality, SERVQUAL, Waiters

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1. Introduction

The tourism sector is widely recognized as one of the strategic sectors contributing to economic growth by generating employment opportunities, increasing regional income, and supporting the development of various related industries. The continuous growth of tourism activities has encouraged the expansion of supporting sectors, particularly hospitality businesses that provide accommodation,

food, and beverage services for tourists. According to [Suwena and Widyatmaja \(2017\)](#), tourism development cannot be separated from service industries because tourists' overall experiences are strongly influenced by the quality of services they receive throughout their journeys. Therefore, improving service quality has become an important priority for tourism businesses seeking to maintain competitiveness and achieve long-term sustainability.

The hospitality industry is one of the sectors directly affected by tourism development. Hotels are not only expected to provide comfortable accommodation but also various supporting facilities that enhance guests' overall experiences during their stay. Among these supporting facilities, restaurants play an important role because they provide food and beverage services that become part of the hospitality experience. [Noviastuti and Cahyadi \(2020\)](#) explained that hotels are commercial businesses established to provide accommodation and supporting services that meet guests' needs and expectations. Consequently, the quality of restaurant services has become one of the important indicators influencing guests' overall perceptions of hotel service quality.

Restaurant operations involve various service activities requiring direct interaction between employees and guests. Among restaurant employees, waiters play a particularly important role because they are responsible for delivering services throughout the entire dining process. Their responsibilities include welcoming guests, presenting menus, explaining menu items, taking food and beverage orders, serving meals, responding to guests' requests, and ensuring that service procedures are implemented appropriately until guests complete their dining experience. [Supriyanto and Hendriyati \(2021\)](#) stated that waiters are responsible for providing food and beverage services directly to customers during restaurant operations. [Likewise, Mentari et al. \(2020\)](#) explained that waiters are responsible for serving guests from their arrival until they leave the restaurant. Since waiters interact directly with guests during almost every stage of restaurant service, their performance may influence guests' perceptions of service quality.

Service quality has become one of the most important factors determining the success of restaurant operations because customers evaluate not only the quality of food and beverages but also the manner in which services are delivered. [Merlin et al. \(2023\)](#) explained that service quality reflects an organization's ability to provide services that meet customer expectations consistently. In hospitality businesses, service quality is commonly associated with customer satisfaction, positive dining experiences, and the possibility of repeat visits. Consequently, restaurant management continuously seeks to improve service performance by ensuring that service delivery meets established standards and customer expectations. Consequently, restaurant management continuously seeks to improve service performance by ensuring that service delivery meets established standards and customer expectations ([Appiah, 2021](#)).

One of the most widely recognized frameworks for evaluating service quality is the SERVQUAL model developed by [\(Mokoginta, Dua, & Rumerung, 2023\)](#). The framework evaluates service quality through five dimensions, namely tangibles, reliability, responsiveness, assurance, and empathy. These dimensions provide a comprehensive perspective for assessing how service is delivered and identifying aspects requiring improvement. The SERVQUAL framework has also been widely applied in hospitality and restaurant research to evaluate various aspects of service performance ([Mendocilla et al., 2021](#)). In restaurant operations, the SERVQUAL dimensions are particularly relevant because restaurant services depend largely on direct interactions between waiters and guests. Therefore, the SERVQUAL framework provides an appropriate analytical perspective for understanding waiter performance in relation to restaurant service quality.

Seafood Restaurant at NDC Resort & Spa Manado is one of the food and beverage outlets providing restaurant services for hotel guests as well as external visitors. During the researcher's internship activities, preliminary observations indicated that restaurant services generally followed the established service procedures. Guests were welcomed appropriately, orders were processed according to operational standards, and food and beverages were served following restaurant procedures. However, several operational challenges were also observed, particularly during busy service periods.

These challenges included delays in food delivery, occasional mistakes in serving orders, limited communication skills among some waiters when interacting with guests, and insufficient menu knowledge when answering guests' questions. Although these issues did not occur throughout all service activities, they indicated that several aspects of waiter performance still required improvement to maintain consistent service quality.

Several previous studies have examined restaurant service quality from different perspectives. [Skawanti and Suhendar \(2022\)](#) reported that service quality contributes to customer satisfaction in hotel restaurant services, while [Hanafi \(2024\)](#) emphasized that service interactions between restaurant employees and customers influence customers' dining experiences. Other studies have also discussed waiter performance, waiter service, and the implementation of standard operating procedures in restaurant operations. Collectively, these studies demonstrate that waiter performance plays an important role in supporting restaurant service quality. However, these studies mainly focus on evaluating service outcomes, customer satisfaction, or compliance with operational standards. Comparatively, less emphasis has been placed on describing how waiter roles are performed throughout the service process using the SERVQUAL dimensions as an analytical framework within a specific restaurant context.

Building upon these previous studies, the present study adopts a descriptive qualitative approach using the SERVQUAL dimensions as the analytical framework to examine waiter roles in restaurant service. Instead of measuring the relationship between service quality and customer satisfaction, this study explores how waiter roles are reflected in actual service practices and identifies service aspects that require improvement based on evidence obtained from observations and interviews. Accordingly, this study contributes to the existing literature by providing a contextual qualitative understanding of how waiter roles support service quality through the SERVQUAL dimensions within the operational setting of Seafood Restaurant, NDC Resort & Spa Manado. This study is expected to complement previous research by providing practical insights into waiter performance from the perspective of everyday restaurant service implementation. Accordingly, this study addresses the following research question:

RQ₁: How do waiters contribute to service quality at Seafood Restaurant, NDC Resort & Spa Manado based on the SERVQUAL dimensions?

Based on this research question, the objective of this study is to analyze the role of waiters in supporting service quality at Seafood Restaurant, NDC Resort & Spa Manado by examining service practices through the five SERVQUAL dimensions and identifying aspects of restaurant service that require improvement. The findings are expected to provide practical information for restaurant management in evaluating waiter performance and supporting continuous service improvement. In addition, this study is expected to contribute to hospitality service literature by providing qualitative evidence regarding waiter roles in supporting restaurant service quality within a hotel restaurant setting.

2. Literature Review

A restaurant is generally understood as a business that is professionally managed with the purpose of providing food, beverages, and service for customers. According to [Putra and Wulandani \(2022\)](#), restaurants are business entities that operate professionally to provide food, drinks, and customer service as part of their operational activities. In practice, restaurants do not only function as places where customers fulfill consumption needs, but they are also considered part of the service industry where customer service becomes an important aspect of business operations. [Mantjari, Lagarense, and Sangari \(2024\)](#) further explained that restaurants serve as spaces for social interaction where customer experience is influenced not only by product quality, but also by how service is delivered during the dining process. Therefore, service quality becomes one of the essential elements in restaurant operations because it directly affects customer satisfaction and overall dining experience. This perspective is consistent with previous hospitality studies which emphasize that restaurant service quality is influenced by both food quality and service delivery ([Bichler, Pikkemaat, & Peters, 2021](#)).

The role of waiters is considered important in building good relationships with guests, which may increase the possibility of repeat visits and customer loyalty. [Witarsa, Darsana, Sudjana, and Abdu \(2022\)](#), explained that waiter performance has an important contribution in creating positive guest impressions through service interactions. Although waiter responsibilities are generally similar, the quality of service delivery may vary depending on each waiter's knowledge, work experience, communication skills, and ability to respond to guests' needs. According to [Ilham and Waryono \(2020\)](#), differences in work performance can be influenced by each employee's individual competence when performing assigned tasks. In restaurant operations, waiters are responsible for welcoming guests, receiving orders, serving food and beverages, maintaining cleanliness within the service area, and preparing tables for the next guests. [Suardana and Nurhayati \(2019\)](#), explained that waiter responsibilities include several operational service activities directly connected with guest satisfaction. [Kristiutami and Rahayu \(2020\)](#), also emphasized that waiters play an important role in creating comfortable and memorable dining experiences for guests. Besides understanding product knowledge, waiters are also expected to possess soft skills such as maintaining a neat appearance, demonstrating friendliness, working accurately, being punctual, and showing agility when serving guests. This is in line with [Yanti and Koerniawaty \(2023\)](#), who stated that both technical competence and interpersonal skills are important aspects of waiter performance in hospitality service operations. Previous qualitative research also indicates that waiter professionalism and occupational identity contribute to the consistency of service delivery in restaurant operations ([Jerez, Melewar, & Foroudi, 2021](#)).

The concept of role is closely related to responsibility that must be carried out properly within a particular job or position. [Monoarfa, Rachman, and Mohi \(2023\)](#), explained that role can be understood as the main responsibility that should be performed optimally within work activities. [Rahawarin \(2018\)](#), stated that role represents the dynamic aspect of a position that is reflected through the implementation of rights and obligations attached to an individual. In the context of work activities, role describes how an individual performs duties and responsibilities according to the position assigned within an organization. In this study, the concept of role is understood as the responsibility carried out by waiters in performing service duties toward guests throughout the restaurant service process.

Service quality refers to an organization's ability to provide services that meet customer expectations through accurate, responsive, friendly, and consistent service delivery. According to [Utama \(2024\)](#), service quality is a dynamic concept influenced by products, services, human resources, operational processes, and the service environment. Customers evaluate service quality by comparing the service they expect with the service they actually experience. [Rahayaan, Soetiksno, and Wattimena \(2024\)](#), explained that service quality can be assessed by comparing customer expectations before receiving a service with their perceptions after experiencing the service.

One of the most widely used frameworks for evaluating service quality is SERVQUAL, developed by [\(Mokoginta, Dua, & Rumerung, 2023\)](#). The model consists of five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Originally, SERVQUAL was designed to evaluate the gap between customer expectations and perceived service performance. However, because this study employs a descriptive qualitative approach, SERVQUAL is not used to measure expectation–perception gaps. Instead, its five dimensions serve as qualitative analytical themes for organizing and interpreting data collected through observations and interviews.

Using SERVQUAL as a qualitative analytical framework allows the researcher to examine waiter performance from different service perspectives. Tangibles relate to the physical appearance of employees and the restaurant environment; reliability concerns the ability to provide accurate and dependable services; responsiveness reflects the willingness to assist guests promptly; assurance refers to employees' competence and ability to create customer confidence; and empathy concerns the provision of personal attention to guests. Through these dimensions, this study analyzes how waiter roles are implemented during restaurant operations and identifies service aspects that require improvement at Seafood Restaurant, NDC Resort & Spa Manado.

Standard Operating Procedure (SOP) is part of an organizational work system document that functions to regulate operational activities in detail so that implementation can run systematically and consistently. According to [Mamole \(2019\)](#), SOP serves as an operational guideline that helps organizations maintain work order and ensure that each activity is carried out according to predetermined procedures. In restaurant operations, Standard Operating Procedure becomes one of the main references used to maintain consistency and service quality standards. [Santika and Putra \(2024\)](#) explained that SOP functions as a guideline in maintaining service uniformity and ensuring quality standards within restaurant operations. SOP generally includes service procedures beginning from guest welcoming, order taking, food and beverage serving, until complaint handling when guests experience service problems. [Rahman and Putri \(2019\)](#) explained that service procedures must be implemented systematically to ensure that operational activities run effectively. In the present study, the restaurant's Standard Operating Procedure (SOP) serves as an operational reference for examining whether waiter service practices are implemented consistently throughout the service process. The SOP complements the SERVQUAL framework by providing practical standards against which waiter performance can be interpreted during observations and interviews.

3. Research Methodology

This study employed a descriptive qualitative approach to obtain an in-depth understanding of the role of waiters in supporting service quality at Seafood Restaurant, NDC Resort & Spa Manado. A qualitative approach was considered appropriate because the study aimed to explore waiter roles and service practices based on participants' experiences and observations rather than to measure relationships between variables. The research was conducted at Seafood Restaurant, NDC Resort & Spa Manado, located on Jl. Raya Molas, Lingkungan IV, Bunaken District, Manado City, North Sulawesi. Data collection was carried out in May 2026 over approximately two weeks. Prior to the study, permission to conduct the research was obtained from the Food and Beverage Manager and the restaurant supervisor.

The study used primary and secondary data sources. Primary data were obtained through observations and semi-structured interviews, while secondary data were collected from books, scientific journals, and other relevant documents related to restaurant service quality and waiter performance. Secondary sources were used to support the interpretation of the research findings. The qualitative research procedures followed commonly accepted qualitative research principles described by [Sidiq et al. \(2019\)](#).

Participants were selected using a purposive sampling technique because they were considered capable of providing information relevant to the research objectives. The participants consisted of four waiters and four restaurant guests. The waiters were selected because they were actively involved in providing food and beverage services to guests at Seafood Restaurant during the research period. The guest informants were selected because they had received services from the waiters and were willing to participate in the interviews. Before the interviews were conducted, all participants were informed about the purpose of the study and voluntarily agreed to participate. Data collection continued until no substantial new information emerged from subsequent interviews, indicating that data saturation had been achieved.

Data were collected through observation, interviews, and documentation. Observations were conducted throughout the two-week research period during breakfast, lunch, dinner, and other busy operating hours to understand waiter service practices under different operational conditions. Semi-structured interviews were conducted individually with each participant for approximately ten minutes using interview guidelines prepared according to the research objectives. This interview format allowed participants to explain their experiences while enabling the researcher to explore issues relevant to waiter roles and service quality. Documentation, including photographs of restaurant activities and field notes, was collected to support and complement the observational and interview data.

To enhance the credibility of the findings, several strategies were applied throughout the research process. After the interviews were transcribed, member checking was conducted by confirming the interview results with the participants to ensure that their statements had been interpreted accurately. Data credibility was also strengthened through triangulation by comparing information obtained from observations, interviews, and documentation. In addition, participant confidentiality was maintained by using informant codes during data presentation instead of participants' real names.

Data analysis was conducted continuously throughout the research process. Observation notes, interview transcripts, and documentation were first organized and carefully reviewed to identify meaningful information related to waiter roles in restaurant service. The data were then coded and the categories were subsequently interpreted into themes using the five SERVQUAL dimensions as the analytical framework. Subsequently, these categories were analyzed using the five SERVQUAL dimensions tangibles, reliability, responsiveness, assurance, and empathy as an analytical framework for interpreting the findings rather than as predetermined measurement variables. Finally, the interpreted findings were compared across different data sources to ensure consistency before conclusions were drawn.

4. Results and Discussions

4.1 Result

This study explored the role of waiters in supporting service quality at Seafood Restaurant, NDC Resort & Spa Manado through observations, semi-structured interviews, and documentation. The findings were obtained from four waiter informants (W1–W4), four guest informants (G1–G4), and direct observations conducted during breakfast, lunch, dinner, and busy operating hours over a two-week research period. The findings are organized according to the five SERVQUAL dimensions used as the analytical framework, as shown in Table 1.

Table 1. Summary of Research Findings Based on SERVQUAL Dimensions

SERVQUAL Dimension	Interview Findings (waiters)	Interview Findings (Guest)	Observation Findings	Supporting Evidence
Tangibles	All waiters stated that grooming, uniforms, and restaurant cleanliness are important parts of service quality.	Three guests considered the restaurant clean and the waiters neatly dressed, while one guest observed that dirty plates remained on several tables during busy periods.	Waiters wore complete uniforms and maintained proper grooming. During busy service periods, several used plates remained on tables before being cleared.	W1: “When guests come to the restaurant, our appearance and restaurant cleanliness affect their comfort.” G2: “There were still dirty plates on several tables that had not been cleared.”
Reliability	Waiters explained that orders were confirmed before being sent to the kitchen to reduce mistakes.	Three guests received the correct orders, while one guest experienced an incorrect drink that was immediately replaced.	Most orders were served correctly, although one service error was observed and corrected promptly.	W2: “We record the order carefully and confirm it before sending it to the kitchen.” G3: “The drink was incorrect, but it was replaced immediately.”

SERVQUAL Dimension	Interview Findings (waiters)	Interview Findings (Guest)	Observation Findings	Supporting Evidence
Responsiveness	Waiters stated that guest requests should be handled immediately without unnecessary delays.	Most guests considered the service responsive, although several mentioned longer waiting times during busy periods.	During breakfast and dinner rush hours, waiters responded actively but experienced delays because several tables required service simultaneously.	W1: "We should not delay guest requests." G1: "The food took longer because the restaurant was busy."
Assurance	Waiters emphasized polite communication, confidence, and menu knowledge during service.	Most guests stated that waiters explained menu items clearly, although one guest noted that the waiter needed to confirm information with the kitchen before answering.	Waiters communicated politely and followed service procedures, but some menu-related questions required additional confirmation.	W4: "Guests should feel comfortable and confident with our service." G2: "The waiter confirmed one menu item with the kitchen before answering."
Empathy	Waiters explained that service should be adjusted to each guest's needs and supported by teamwork	Guests generally felt that waiters paid attention to their requests and responded politely.	Individual attention was provided during normal operations, but became more difficult when the restaurant was crowded because the available waiters had to serve many guests simultaneously.	W4: "We adjust our service according to each guest's needs." G4: "The waiter immediately helped when I requested additional sauce."

4.2 Discussion

4.2.1 Tangibles

Although guests generally perceived the restaurant environment as clean and the waiters maintained appropriate grooming standards, observations during breakfast and dinner service revealed that table clearing became less consistent when customer volume increased. This situation appears to be associated with the distribution of operational tasks rather than with the commitment of individual waiters. During peak periods, the same employees were responsible for greeting guests, taking orders, coordinating with the kitchen, serving food and beverages, responding to additional requests, processing payments, and cleaning dining tables. As these responsibilities accumulated, maintaining the physical appearance of the dining area became increasingly difficult. These findings suggest that tangible service quality depends not only on employee performance but also on operational planning. Adequate staffing allocation and effective supervision during peak operating hours are therefore essential to maintain restaurant cleanliness consistently. This interpretation supports the SERVQUAL concept proposed by [Mokoginta, Dua, and Rumerung \(2023\)](#), which emphasizes the importance of physical facilities and employee appearance in shaping service quality. Similar observations were reported by [Noviastuti and Rahardian \(2022\)](#), although the present study further demonstrates that operational workload plays an important role in maintaining tangible service standards.

4.2.2 Reliability

The interview and observation results demonstrate that waiters consistently confirmed guest orders before forwarding them to the kitchen, and most customers received their orders correctly. The few service errors identified during the study were corrected immediately after being recognized. Rather

than indicating inadequate employee competence, these errors appear to reflect the complexity of restaurant operations during busy periods, when multiple customer orders entered the kitchen simultaneously and waiters managed several service activities within a limited period of time. This interpretation indicates that service reliability is influenced by coordination between the dining area and kitchen as well as by the restaurant's operational workflow. Even when standard procedures are followed, maintaining complete accuracy becomes more demanding as service volume increases. These findings are consistent with SERVQUAL framework [Mokoginta, Dua, and Rumerung \(2023\)](#), which identifies reliability as the ability to deliver services accurately and consistently. [Mende, Rondonuwu, and Pangemanan \(2025\)](#) similarly emphasized order accuracy as an important component of restaurant service quality, while the present study highlights that operational coordination is equally important for sustaining reliable service.

4.2.3 Responsiveness

The waiters demonstrated a willingness to assist guests throughout the observation period; however, response time became longer during breakfast and dinner rush hours because several guests required assistance simultaneously. The slower service observed during these periods appears to be more closely related to staffing capacity than to employee motivation. Waiters continued responding to guest requests, yet the number of employees available during peak periods limited their ability to maintain the same level of service speed for every customer. These findings imply that responsiveness is influenced by operational scheduling and workload distribution. Improving employee responsiveness therefore requires not only individual competence but also appropriate staffing arrangements that match fluctuations in customer demand. This interpretation supports the SERVQUAL dimension of responsiveness proposed by [\(Mokoginta, Dua, & Rumerung, 2023\)](#). [Likewise, Noviasuti and Rahardian \(2022\)](#) reported that increasing customer volume may reduce service speed. The present findings extend this explanation by demonstrating that staff scheduling during peak operating hours is a critical managerial factor affecting service responsiveness.

4.2.4 Assurance

Guests generally expressed confidence in the service provided by the waiters because communication remained polite and professional throughout restaurant operations. Nevertheless, several menu-related questions required additional confirmation with the kitchen before accurate information could be provided. This practice reflects an effort to avoid providing incorrect information rather than a reluctance to assist customers. However, the additional verification process may reduce service efficiency when guest expectations require immediate responses. From a managerial perspective, this situation indicates the importance of continuous product knowledge development and effective communication between kitchen staff and waiters. Regular menu briefings before each shift may reduce the need for repeated confirmation and strengthen employee confidence when interacting with guests. These observations support the assurance dimension proposed by [\(Mokoginta, Dua, & Rumerung, 2023\)](#), which emphasizes employee competence and credibility in creating customer trust. [Nurhayati and Irawan \(2022\)](#) similarly identified product knowledge as an important factor influencing customer confidence, while the present study demonstrates that internal communication systems also contribute to strengthening assurance during restaurant operations. This finding is also supported by [Waganimaravu and Arasanmi \(2020\)](#), who emphasized that employee knowledge and training contribute to better service quality.

4.2.5 Empathy

Personalized service remained evident throughout the study, as both waiter and guest interviews described friendly interactions and individual attention during service delivery. Nevertheless, observations showed that maintaining the same level of personalized attention became increasingly difficult when restaurants operated at full capacity. Under these circumstances, waiters were required to divide their attention among multiple guests while continuing to complete other operational responsibilities. This situation illustrates that empathy is influenced not only by employees' interpersonal skills but also by the operational environment in which service is delivered. Maintaining individualized attention therefore depends on effective teamwork, balanced workload distribution, and sufficient staffing during peak periods. These findings support SERVQUAL model [\(Mokoginta, Dua, &](#)

[Rumerung, 2023](#)), which identifies empathy as individualized care and attention provided to customers. [Skawanti and Suhendar \(2022\)](#) likewise reported that caring employee behaviour contributes to customer satisfaction. The present study expands this perspective by showing that organizational support is necessary to sustain empathetic service when operational demands increase.

5. Conclusions

5.1 Conclusions

This study explored the role of waiters in supporting service quality at Seafood Restaurant, NDC Resort & Spa Manado using the SERVQUAL framework. Based on observations, interviews, and documentation, the findings provide a qualitative description of how waiter performance was reflected in daily restaurant service practices. The study indicates that the implementation of service quality was associated with everyday operational conditions encountered during restaurant activities. Factors such as peak operating hours, guest volume, workload distribution, and coordination between waiters and kitchen staff affected the consistency of several service activities. Nevertheless, positive interactions between waiters and guests remained evident through courteous communication, individual attention, and friendly service during the observation period. Rather than demonstrating causal relationships, this study describes waiter performance within the operational context of a hotel restaurant. The findings may be used as a reference for restaurant management when reviewing service practices and identifying operational areas that require continuous improvement to support more consistent service delivery.

5.2 Research Limitations

This study was conducted only at Seafood Restaurant, NDC Resort & Spa Manado. Therefore, the findings describe service practices within the selected research setting and should not be interpreted as representing restaurant operations in other hospitality businesses with different organizational and operational characteristics. In addition, the research was conducted over approximately two weeks. Consequently, the observations reflect waiter performance and service quality during the study period and may not capture operational conditions occurring at different times or seasons.

5.3 Suggestions and Directions for Future Research

The findings suggest that restaurant management should strengthen service consistency by improving staff scheduling during peak operating hours, enhancing coordination between waiters and kitchen staff, and providing regular training related to product knowledge, communication skills, and service procedures. Periodic evaluation based on the SERVQUAL dimensions may also help identify areas requiring improvement while maintaining positive interpersonal interactions between waiters and guests. Future research may expand the investigation to various hospitality settings, including different types of restaurants and hotels, to provide broader insights into waiter performance and service quality under diverse operational conditions. Further qualitative or mixed-method studies are also encouraged to explore other influencing factors, such as employee competence, leadership, organizational support, work motivation, and interdepartmental communication, to develop a more comprehensive understanding of waiter performance in hospitality service.

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Author Contributions

DNB contributed to the research activities, including field observations, interview processes, data collection, data analysis, and manuscript preparation. FS and YSL contributed as supervisors by providing academic guidance, methodological suggestions, reviewing the manuscript, and assisting in improving the overall quality and validity of the study. All authors have read and approved the final version of the manuscript.

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